

BCS Professional Certificate in Benefits Planning and Realisation v2.0

Sample Paper

Sample paper only 20 multiple choice questions.

Multiple-choice questions allow only one correct answer to be selected for 1 mark.
1 mark awarded to each question. There are no trick questions.

A number of possible answers are given for each question, indicated by either **A B C or D**.
Your answers should be clearly indicated on the answer sheet.

Pass mark: 13/20

Time allowed: 45 minutes

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- Ofqual, Qualifications in Wales, CCEA or SQA

Scenario One

SDLC Council is proposing to close a community centre based in a former factory. It intends to sell this community centre for housing development and build a new community centre on land that it owns just over a mile from the current centre. The Council has identified the income from the sale of the community centre and an improved meeting and learning environment as important benefits of the proposal.

The various groups that use the current community centre acknowledge that there will be benefits from moving to the new centre but they are concerned about the longer journeys that many of their participants will have to make. The proposed new centre is on the periphery of the community it serves, while the current centre is in the middle. They are also concerned that rental charges for using the centre will also increase, making the centre uneconomic for them to use.

The council is currently working with the user groups of the community centre to understand and resolve their concerns. It has already abandoned its original timescales for the closure of the current centre, allowing for a longer period of consultation about the users' concerns.

- 1 How would the benefit 'improve meeting and learning environment' be classified?
- A As a financial benefit.
 - B As a quantifiable benefit.
 - C As a measurable benefit.
 - D As an observable benefit.
- 2 How would the current users of the education centre be classified?
- A Net benefits (Low changes required / high benefits).
 - B Benefits but... (High changes required / high benefits).
 - C Few benefits but... (Low changes required / low benefits).
 - D Net dis-benefit (High changes required/ low benefits).
- 3 Which of the following costs **should** be included in the financial Business Case for the project?
- A The cost of building the new centre.
 - B The cost of longer journeys for centre users.
 - C The cost of full-time council staff working on the project.
 - D The cost of knocking down the current community centre.
- 4 What management change approach is being used in this project?
- A Top down.
 - B Coalition.
 - C Negotiation.
 - D Participative.

Scenario Two

K&C Co launched a customer-focused initiative project one year ago to respond to trends in consumer expectations and customer behaviour. The company has a lifecycle approach to benefit management, led by business owners. This approach includes a comprehensive benefit review process.

At a recent post-implementation benefits review meeting, a number of benefits included in the customer focus initiative project were discussed. The benefit of 'reduce customer waiting time' at check-out tills had not been achieved and the reasons for this were identified and documented. However, recent customer loyalty initiatives have not only increased customer satisfaction but also delivered the unanticipated benefit of greater brand recognition.

The Marketing Manager, Richard Sharp, was identified as the person to blame for the failure to achieve the benefit 'reduce conventional advertising costs'. The benefit review participants felt that he was out of touch with marketing trends and was too conciliatory when negotiating advertising contracts with advertisers.

There was also some feeling that all stakeholders had not been adequately informed about the progress of the customer focus initiative project. Lessons learnt in this area were agreed and documented.

- 5 What level of organisational success and practice maturity is K&C?
- A Unsuccessful.
 - B Moderately successful.
 - C Successful.
 - D Highly successful.
- 6 What should **not** have been discussed at the post-implementation benefits review meeting?
- A Whether the benefit 'reduce customer waiting time' had not been achieved.
 - B Why the benefit 'increase customer satisfaction' had been achieved.
 - C Who was to blame for the benefit 'reduce conventional advertising costs' not being achieved.
 - D Why the unanticipated benefit 'increased brand recognition' had been achieved.
- 7 What are dis-benefits?
- A Negative cash flows during the project.
 - B Benefits that have high associated costs.
 - C Projects with a negative Net Present Value.
 - D Negative impacts on particular stakeholders.

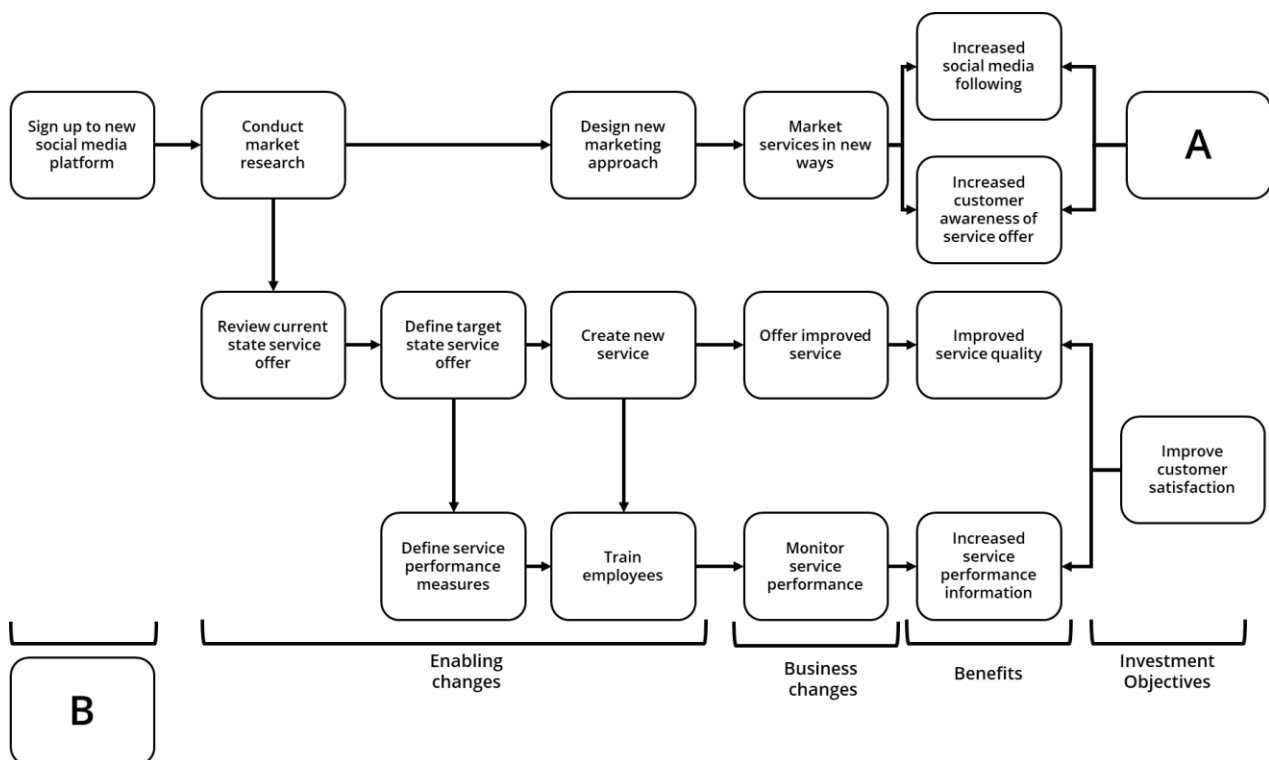
Scenario Three

Glendale Enterprises is executing a project aimed at improving brand awareness and enhancing customer satisfaction for one of its key service offers.

The drivers for the project include:

- Increased popularity of a new social media platform.
- Increased customer expectations.

The Benefits Dependency Network for the project is:



- 8 Which of the following drivers have been identified?
- A External environment - Socio-cultural.
 - B External environment - Economic.
 - C Internal environment - Strengths.
 - D External environment - Legal.
- 9 Which of the following **should** be displayed within 'Box A' as an investment objective?
- A Reduce customer complaints by 10%, before the end of the year.
 - B Develop new social media content (1 video per week).
 - C Improve operational efficiency by 15%.
 - D Enhance brand awareness, measured by independent report by end of the year.
- 10 What label should be added to 'Box B' of the Benefits Dependency Network?
- A Benefit owner.
 - B Organisational drivers.
 - C IS/IT enablers.
 - D Quantifiable benefit.

Scenario Four

Tech Solutions Ltd is considering a five-year project to modernise its IT infrastructure and improve operational efficiency. The project involves significant initial investments in new hardware and software, with ongoing costs relating to maintenance and operational adjustments.

The company expects significant benefits from increased productivity, staff savings, and revenue growth over the coming years. However, staff morale is low due to the need for some employees to move to different departments, and there are concerns about the unproven technology being implemented, raising doubts about whether it will deliver the expected benefits.

All figures in £000s	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Costs						
Hardware	500	50	50	50	50	50
Software	100	10	10	10	10	10
Low Staff Morale		20				
Other Costs		30	30	25	25	20
Total Costs	600	110	90	85	85	80
Benefits						
Productivity Gains		40	60	80	100	100
Staff Savings		30	50	70	90	90
Revenue Increase		100	150	200	250	250
Total Benefits		170	260	350	440	440
Net Benefits	-600	60	170	265	355	360

- 11 One of the items in the investment appraisal table is not suitable for such an analysis.

Which item should **not** be included in the table?

- A Hardware.
- B Software.
- C Low staff morale.
- D Staff savings.

- 12 Based on the investment appraisal table, in which year does the project reach its break-even point?

- A Year 2.
- B Year 3.
- C Year 4.
- D Year 5.

- 13 Based on the scenario, which two areas of risk are identified?

- A Technical and Financial.
- B Technical and Business Changes & Organisational.
- C Financial and Business Changes & Organisational.
- D Business Changes & Organisational and Legal.

Scenario Five

Bright Homes, a mid-sized housing company, has recently faced criticism for its past investments in ineffective IT solutions that failed to deliver results. The company is looking to make improvements, and it is focusing on adopting a benefits management approach to ensure future investments are aligned with clear objectives.

Their next major initiative involves launching a new online portal for tenants, allowing them to perform basic tasks online that will speed up the tenant application process and provide more reliable and accurate information. This is expected to help the company to build stronger bonds with its tenants.

As part of this effort, Bright Homes is embarking on the first stage of the benefits management process: identifying and structuring the benefits. They are looking to ensure that the potential benefits of the new system are clearly defined and aligned with their strategic goals.

14 Which of the following reflects the shift in mindset from a traditional IS/IT project delivery approach to a benefits management approach?

- i. From trained in technology to educated in the exploitation of technology.
- ii. From business case to expenditure proposal.
- iii. From business being a victim or onlooker to business collaboration and control.
- iv. From change management plan to IT implementation plan.

- A** i and iii.
- B** i and iv.
- C** ii and iii.
- D** ii and iv.

15 Below is a list of reasons why Bright Homes might choose to adopt a benefits management approach for their current and future projects.

Which of the following reasons would **not** justify this approach?

- A** It is based on empirical knowledge gained from organisations across various sectors, including private, public, and not-for-profit.
- B** It is supported by new and adapted tools and techniques that aid in delivering identified benefits.
- C** It ensures projects focus on achieving the identified benefits and may reveal additional benefits during implementation.
- D** It prioritises delivering benefits within the original project scope, focusing on immediate returns over potential long-term gains.

16 Which aspects of Bright Homes' value proposition are highlighted in the scenario?

- A** Price, quality, and image.
- B** Functionality, quality, and relationship.
- C** Functionality, price, and relationship.
- D** Price, quality, and relationship.

- 17 Which of the following actions is **not** appropriate for Bright Homes to undertake during the identify and structure benefits phase of the benefits management process?
- A Draft a business case.
 - B Agree benefit owners.
 - C Create benefit profiles.
 - D Monitor progress and resolve impediments.

Scenario Six

SkyPark, an airport 'meet and greet' car park service, has been facing a significant number of customer complaints regarding delayed vehicle returns, poor customer service, and unclear procedures for pick-up and drop-off. In response, SkyPark has set an investment objective to reduce the volume of customer complaints by 10% by 31/12/2026. To achieve this, they plan to implement a series of operational and technological improvements.

The Operations Manager, Sarah, has been tasked with overseeing the implementation of new automated systems that will streamline vehicle tracking and improve communication between staff and customers. Meanwhile, the Customer Experience Director, John, is responsible for ensuring that overall customer satisfaction improves and that the reduction in complaints meets the target. Additionally, a cross-functional team, led by Sarah, will coordinate the necessary business and operational changes across various departments.

- 18** Which of the following would **not** be a business driver for SkyPark's investment objective of reducing customer complaints?
- A** External customer satisfaction pressures from increasing competition in the airport parking sector.
 - B** Internal pressures to improve operational efficiency and reduce service delays.
 - C** A desire to expand into offering valet services at multiple airport locations.
 - D** Competition from a newly built parking facility expected to open soon.
- 19** Based on the scenario, who is the change owner and who is the benefit owner for SkyPark's investment objective?
- A** Sarah is the change owner; John is the benefit owner.
 - B** John is the change owner; Sarah is the benefit owner.
 - C** Sarah is both the change owner and benefit owner.
 - D** The cross-functional team is the benefit owner, and John is the change owner.
- 20** Which of the following describe the rationale for the creation of a benefit profile?
- A** Provides the basis for the assessment of business drivers including those originating from the internal and external business environment.
 - B** Provides the basis for ensuring that all projects deliver all benefits, at all times. This is due to the benefits profiles being created post project delivery.
 - C** Provides the basis for calculating Net Present Value (NPV) as part of the broader investment appraisal.
 - D** Provides the basis for objective and transparent measurement of individual benefits.

End of Paper

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Sample Paper Answer Key

Question	Answer
1	D
2	B
3	A
4	B
5	D
6	C
7	D
8	A
9	D
10	C
11	C
12	C
13	A
14	A
15	D
16	B
17	D
18	C
19	A
20	D